#### AGENCY PLAN: STATEMENT OF PURPOSE, BUDGET SUMMARY AND DESCRIPTION

#### STATEMENT OF PURPOSE:

The Non-Departmental budget provides funds for activities, which are not the responsibility of any other single agency. Non-Departmental is also the depository agency for General Fund subsidy appropriations for enterprise activities and for a wide variety of General Fund revenues, which cannot be credited to any specific department.

#### AGENCY FINANCIAL SUMMARY:

2005-06		2004-05	2005-06	Increase
<u>Requested</u>		<u>Budget</u>	Recommended	(Decrease)
\$ 308,302,860	City Appropriations	\$ 322,880,996	\$ 354,726,762	\$ 31,845,766
 6,890,294	Capital Appropriations	 7,487,400	6,190,000	(1,297,400)
\$ 315,193,154	Total Appropriations	\$ 330,368,396	\$ 360,916,762	\$ 30,548,366
\$ 1,078,383,175	City Revenues	\$ 1,308,286,472	\$ 1,125,483,927	\$ (182,802,545)
 6,890,294	Capital Reimbursements	 7,487,400	6,190,000	(1,297,400)
\$ 1,085,273,469	Total Revenues	\$ 1,315,773,872	\$ 1,131,673,927	\$ (184,099,945)
\$ (770,080,315)	NETTAX COST:	\$ (985,405,476)	\$ (770,757,165)	\$ 214,648,311

#### AGENCY EMPLOYEE STATISTICS:

2005-06		2004-05	04-01-05	2005-06	Increase
<u>Requested</u>		<u>Budget</u>	<u>Actual</u>	Recommended	(Decrease)
<u>62</u>	City Positions	<u>52</u>	<u>44</u>	<u>38</u>	<u>(14)</u>
62	<b>Total Positions</b>	52	44	38	(14)

#### ACTIVITIES IN THIS AGENCY:

	2004-05			2005-06		Increase
	<u>Budget</u>		Recommended			(Decrease)
Non-Departmental Activities	\$	168,570,298	\$	213,635,572	\$	45,065,274
Board of Ethics		253,429		233,862		(19,567)
Detroit Cable Communications Commission		2,048,133		-		(2,048,133)
Detroit Building Authority		1,179,373		829,404		(349,969)
Office of Fiscal Operations		501,129		322,417		(178,712)
Greater Detroit Resource Recovery Authority		1,024,258		819,804		(204,454)
Office of Targeted Business Development		393,601		310,490		(83,111)
Program Management Office		446,342		26,430,285		25,983,943
Strategic Management Center		621,277		900,214		278,937
Contributions, Subsidies and Advances		155,330,556		117,434,714		(37,895,842)
Total Appropriations	\$	330,368,396	\$	360,916,762	\$	30,548,366

#### NON-DEPARTMENTAL ACTIVITY INFORMATION

#### ACTIVITY DESCRIPTION: NON-DEPARTMENTAL ACTIVITIES

This activity provides for the funding of assorted activities, which are not readily assignable to any operating agency. These activities include tax subsidies and advances to other City enterprises, and the Risk Management Fund insurance premium.

The revenue budget provides for the collection of funds, which are not attributable to any one operating agency. These funds include municipal income taxes, revenue sharing (State sales tax), property taxes, and wagering taxes.

#### MAJOR INITIATIVES FOR FY 2004-05 and FY 2005-06:

See individual activities within this Agency.

## Non - Departmental

Public Commemorations	2	004-05 edbook	2 De	2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Public Commemorations	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	
APPROPRIATION ORGANIZATION							
00199 - Public Commemorations							
350010 - Public Commemorations	0	\$3,000	0	\$3,000	0	\$3,000	
APPROPRIATION TOTAL	0	\$3,000	0	\$3,000	0	\$3,000	
00204 - Organizations For Cities							
350020 - Dues & Memberships	0	\$400,000	0	\$400,000	0	\$400,000	
350030 - Other Operations Services	0	\$650,000	0	\$650,000	0	\$650,000	
APPROPRIATION TOTAL	0	\$1,050,000	0	\$1,050,000	0	\$1,050,000	
00362 - Tax Increment Districts							
350100 - DDA Tax Increment District	0	\$10,081,831	0	\$10,100,000	0	\$14,354,183	
350110 - GM Tax Increment District	0	\$2,914,743	0	\$2,900,000	0	\$2,899,092	
350120 - Chrysler-LDFA	0	\$3,005,893	0	\$3,006,000	0	\$3,967,672	
350130 - GM Tax Increment Dist-Income Tax	0	\$500,000	0	\$500,000	0	\$500,000	
350135 - GM - TIFA Revenue Distribution	0	\$2,321,385	0	\$4,604,475	0	\$4,604,475	
APPROPRIATION TOTAL	0	\$18,823,852	0	\$21,110,475	0	\$26,325,422	
00444 - Prior Year's Deficit							
351010 - Prior Year's Deficit	0	\$0	0	\$0	0	\$67,340,013	
APPROPRIATION TOTAL	0	\$0	0	\$0	0	\$67,340,013	
00551 - Prisoner Care							
350160 - Prisoner Care	0	\$400,000	0	\$400,000	0	\$400,000	
APPROPRIATION TOTAL	0	\$400,000	0	\$400,000	0	\$400,000	
00636 - Distributed State Aid - LTGO - 1989A							
350180 - Dist State Aid 1989 Chrysler	0	\$13,555,390	0	\$13,558,390	0	\$13,558,390	
APPROPRIATION TOTAL	0	\$13,555,390	0	\$13,558,390	0	\$13,558,390	
00650 - General Bond Fund Investment Earning							
351330 - GO Bond Fund Investment Earn	0	\$862,000	0	\$0	0	\$1,190,000	
APPROPRIATION TOTAL	0	\$862,000	0	\$0	0	\$1,190,000	
00664 - City-County Building Rent and Rehabilitation							
350200 - City-County Bldg. Rent & Rehab	0	\$0	0	\$0	0	\$38,112	
APPROPRIATION TOTAL	0	\$0	0	\$0	0	\$38,112	

## Non - Departmental

D.D.A. SBT-Inventory Reim		004-05 edbook	2 De	, 2005-06 ept Final equest	N	005-06 layor's dget Rec
Downtown Development Auth SBT - Inv	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
APPROPRIATION ORGANIZATION						
00780 - Downtown Development Auth SBT - Invento						
350210 - D.D.A. SBT-Inventory Reim	0	\$60,323	0	\$60,323	0	\$59,778
APPROPRIATION TOTAL	0	\$60,323	0	\$60,323	0	\$59,778
00852 - Claims Fund(Insurance Premium) 350220 - Claims Fund (Insurance Premium)	0	\$50,362,679	0	\$71,389,421	0	\$56,672,297
APPROPRIATION TOTAL	0	\$50,362,679	0	\$71,389,421	0	\$56,672,297
00992 - Capital Improvement Bonds - DIA	0	<b>PE 10E 100</b>	0	<b>\$5,400,204</b>	0	¢4 900 000
351180 - DIA Improvements		\$5,125,400		\$5,100,294		\$4,800,000
APPROPRIATION TOTAL	0	\$5,125,400	0	\$5,100,294	0	\$4,800,000
00993 - Downtown Development Authority Bonds 19 351060 - DDA Bonds 1997	0	\$1,414,200	0	\$1,414,868	0	\$1,414,868
APPROPRIATION TOTAL	0	\$1,414,200	0	\$1,414,868	0	\$1,414,868
00995 - DRMS						
351070 - DRMS Operations	6	\$2,938,322	6	\$8,660,546	0	(\$0)
APPROPRIATION TOTAL	6	\$2,938,322	6	\$8,660,546	0	(\$0)
04739 - General Revenue - Non-Departmental						
350350 - Property Tax Collections	0	\$4,702,775	0	\$4,800,000	0	\$0
350620 - City Income Tax Collections	0	\$150,000	0	\$150,000	0	\$150,000
APPROPRIATION TOTAL	0	\$4,852,775	0	\$4,950,000	0	\$150,000
10592 - Drain Fee - Oakland County						
351045 - Drain Fee - Oakland County	0	\$8,000	0	\$34,692	0	\$34,692
APPROPRIATION TOTAL	0	\$8,000	0	\$34,692	0	\$34,692
10633 - Internal Service Fund - Vehicles						
350078 - Internal Service Fund - Vehicles		\$48,787,894	0	\$20,299,500	0	\$20,299,500
APPROPRIATION TOTAL	0	\$48,787,894	0	\$20,299,500	0	\$20,299,500
10634 - City Vehicles - Lease/Purchase 350075 - City Vehicles - Lease/Purchase	0	\$20,326,463	0	\$20,299,500	0	\$20,299,500
APPROPRIATION TOTAL	0	\$20,326,463	0	\$20,299,500	0	\$20,299,500

## Non - Departmental

Bldgs and Safety Engineering Operations		2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Tax Support - Bldgs and Safety Enginee	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	
APPROPRIATION ORGANIZATION							
10828 - Tax Support - Bldgs and Safety Engineering							
350175 - Bldgs and Safety Engineering Operation	0	\$0	0	\$0	0	\$0	
APPROPRIATION TOTAL	0	\$0	0	\$0	0	\$0	
ACTIVITY TOTAL	6	\$168,570,298	<u> </u>	\$168,331,009		\$213,635,572	

	2004-05 Redbook	2005-06 Dept Final	2005-06 Mayor's	
	1100.0001	Request	Budget Rec	
AC0535 - Non-Departmental				
A35000 - Non-Departmental				
SALWAGESL - Salary & Wages	343,126	349,642	(0)	
EMPBENESL - Employee Benefi	223,580	248,127	0	
PROFSVCSL - Professional/Con	1,860,323	1,004,643	2,559,778	
OPERSUPSL - Operating Supplie	20,000	20,000	0	
OPERSVCSL - Operating Service	49,188,616	51,916,938	38,288,112	
CAPEQUPSL - Capital Equipmer	33,461,431	5,000,000	4,700,000	
OTHEXPSSL - Other Expenses	24,763,027	26,238,461	95,143,127	
FIXEDCHGSL - Fixed Charges	58,710,195	83,553,198	72,944,555	
A35000 - Non-Departmental	168,570,298	168,331,009	213,635,572	
AC0535 - Non-Departmental	168,570,298	168,331,009	213,635,572	
Grand Total	168,570,298	168,331,009	213,635,572	

#### **BOARD OF ETHICS ACTIVITY INFORMATION**

#### ACTIVITY DESCRIPTION: BOARD OF ETHICS

The Board of Ethics investigates and resolves complaints regarding alleged violations of the Ethics Ordinance by public servants and to issue advisory opinions regarding the meaning and application of provisions of the Charter, City ordinances or other laws or regulations establishing standards of conduct for public servants. Advisory opinions shall be rendered upon written request by a public servant. Advisory opinions shall be published by the Board annually in a report to the Mayor and City Council. The Board is charged with monitoring and recommending improvements in the disclosure requirements, and in the standards of conduct under the Ethics Ordinance, in order "to promote an ethical environment within City government, and to ensure the ethical behavior of public servants." All meetings of the Board shall be open to the public; unless an individual involved in the matter to be addressed requests in writing that the meeting be closed; or unless otherwise provided by ordinance or by statute.

#### GOALS:

- 1. Receive and respond to inquiries, complaints and requests for advisory opinions.
- 2. Conduct investigations related to conduct of elective officers, appointees and employees.
- 3. Conduct hearings where warranted regarding complaints.
- 4. Issue advisory opinions within the time prescribed by the Ethics Ordinance.
- 5. Publish an annual report.
- 6. Develop educational and training programs for public servants.
- 7. Perform other functions essential to ensure the integrity of City government.

#### MAJOR INITIATIVES FOR FY 2004-05 and FY 2005-06:

- Develop material and information to increase employee and general public awareness of the Ethics Ordinance and its requirements.
  - Web Page Development
  - Creation and distribution of a brochure
- Meet with community groups as requested to educate the public about the existence of the Ordinance and its importance in promoting an ethical environment in City government.
- Develop and conduct employee education programs regarding the establishment of the Board of Ethics, standards of conduct, complaints and resolution procedures.

### PLANNING FOR THE FUTURE FOR FY 2005-06, FY 2006-07 and BEYOND:

Continue to review the current Ethics Ordinance in order to make recommendations for improvement.

#### **BOARD OF ETHICS MEASURES AND TARGETS**

Type of Performance Measure: List of Measures	2002-03 Actual	2003-04 Actual	2004-05 Projection	2005-06 Target
Inputs: Resources Allocated or Service Demands Made				
Number of inquiries received	N/A	10	5-10	5-10
Outputs: Units of Activity directed toward Goals				
Number of training programs conducted.	N/A	7	7	7
Efficiency: Program Costs related to Units of Activity				
Percentage of inquires responded to	N/A	100%	100%	100%
Percentage of investigations completed	N/A	100%	100%	100%
Percentage of Advisory Opinions completed.	100%	100%	100%	100%
Number of matters concluded within time prescribed by Ordinance	1	10	5-10	5-10
Activity Costs	\$2,484	\$129,749	\$253,429	\$233,862

## Non - Departmental

Board of Ethics	_	2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Board of Ethics	FTE	<b>AMOUNT</b>	FTE	<b>AMOUNT</b>	FTE	<b>AMOUNT</b>	
APPROPRIATION ORGANIZATION							
10397 - Board of Ethics							
350165 - Board of Ethics	2	\$253,429	2	\$306,817	2	\$233,862	
APPROPRIATION TOTAL	2	\$253,429	2	\$306,817	2	\$233,862	
ACTIVITY TOTAL	2	\$253,429	2	\$306,817	2	\$233,862	

	2004-05 Redbook	2005-06 Dept Final	2005-06 Mayor's	
		Request	Budget Rec	
AC0835 - Board of Ethics				_
A35000 - Non-Departmental				
SALWAGESL - Salary & Wages	125,080	145,357	110,616	
EMPBENESL - Employee Benefi	80,811	101,722	66,278	
OPERSUPSL - Operating Supplic	2,500	5,000	5,000	
OPERSVCSL - Operating Service	28,747	29,968	29,968	
OTHEXPSSL - Other Expenses	16,291	24,770	22,000	
A35000 - Non-Departmental	253,429	306,817	233,862	
AC0835 - Board of Ethics	253,429	306,817	233,862	
Grand Total	253,429	306,817	233,862	

#### DETROIT BUILDING AUTHORITY ACTIVITY INFORMATION

#### ACTIVITY DESCRIPTION: DETROIT BUILDING AUTHORITY'S

The Detroit Building Authority (DBA) enhances City Department's delivery of world-class service by administering and expediting their Capital Improvement Projects. The Detroit Building Authority is primarily responsible for administering capital projects from start to completion in accordance with the Mayor's strategic priorities. Critical functions include encumbering funds through contracts of lease: distributing bid documents and request for proposals; issuing contract awards; securing Human Rights clearances; advising contractors of the new Executive Orders 2003-3, 2003-4 and 2003-5 requirements; preparation and execution of all contract documents; review and approval of contract invoices; actual payment to vendors; monitoring design development and construction for each capital project managed by the DBA. Funds are made available from the individual department's capital improvement budgets as a result of bond sales, capital grants or general funds.

#### GOALS:

- 1. Improve public health through development of City facilities to create a healthier environment for employees and citizens.
- 2. Comply with ADA requirements for City departments/citizens
- 3. Decrease labor disputes by reviewing all DBA construction contracts and advise departments of potential labor conflicts.
- 4. Manage construction of new and renovated City facilities.

#### MAJOR INITIATIVES FOR FY 2004-05 and FY 2005-06:

Develop a DBA pilot program utilizing nationally recognized guidelines to maintain facilities as a capital asset. This methodology, known as "Facilities Asset Management," established a systematic process for maintaining, upgrading and operating facilities, starting in January 2005. Manage construction of new and renovated facilities - Police precincts, Fire stations, Recreation centers, Health & Wellness Promotion facilities.

#### PLANNING FOR THE FUTURE FOR FY 2005-06, FY 2006-07 and BEYOND:

The Detroit Building Authority can expect a steady volume of work in the next fiscal year and beyond. With the recent bond approvals supporting the Police, Fire, and Recreation departments, critical projects can begin to move forward that support the Mayor's strategic priorities. Also, with the increase in housing and neighborhood development, including new restaurants, the demand for additional City services has already increased.

#### DETROIT BUILDING AUTHORITY MEASURES AND TARGETS

Type of Performance Measure:	2002-03	2003-04	2004-05	2005-06
List of Measures	Actual	Actual	Projection	Target
Outputs: Units of Activity directed toward Goals				
Percent completion of facilities projects	N/A	N/A	75%	100%
Percent in ADA compliance	N/A	N/A	100%	100%
Percent of dollars awarded to Detroit-based, Detroit				
headquartered business	N/A	N/A	90%	95%
Efficiency: Program Costs related to Units of Activity				
Percent of DBA projects using new guidelines	N/A	N/A	N/A	50%
Percent of construction contracts reviewed for labor				
conflicts	N/A	N/A	100%	100%
Activity Costs	\$1,105,377	\$748,124	\$1,174,373	\$829,404

## Non - Departmental

Detroit Building Authority		2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Detroit Building Authority	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	
APPROPRIATION ORGANIZATION							
00277 - Detroit Building Authority							
350310 - Detroit Building Authority	9	\$1,042,957	9	\$1,074,507	9	\$829,404	
APPROPRIATION TOTAL	9	\$1,042,957	9	\$1,074,507	9	\$829,404	
00279 - Special Commercial Area Maintenance Pro							
350320 - Special Area Maintenance Program	0	\$136,416	0	\$0	0	\$0	
APPROPRIATION TOTAL	0	\$136,416	0	\$0	0	\$0	
ACTIVITY TOTAL	9	\$1,179,373	9	\$1,074,507	9	\$829,404	

	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	
AC1535 - Detroit Building Authority				
A35000 - Non-Departmental				
SALWAGESL - Salary & Wages	600,121	600,549	485,288	
EMPBENESL - Employee Benefit	392,836	423,958	294,116	
PROFSVCSL - Professional/Con	136,416	0	0	
OPERSVCSL - Operating Service	50,000	50,000	50,000	
A35000 - Non-Departmental	1,179,373	1,074,507	829,404	
AC1535 - Detroit Building Authority	1,179,373	1,074,507	829,404	
Grand Total	1,179,373	1,074,507	829,404	

#### OFFICE OF FISCAL OPERATIONS ACTIVITY INFORMATION

#### **ACTIVITY DESCRIPTION: OFFICE OF FISCAL OPERATIONS**

The Office of Fiscal Operations (OFO), formerly the Office of Grants Acquisition, is an operating unit within the Strategic Management Center responsible for performing two key functions: enhancing Citywide revenue and reducing costs. The OFO will take advantage of external resources by identifying and aggressively pursuing grant funding opportunities and will encourage program innovation in City service delivery. The OFO will develop relationships with potential funders; expedite grant applications through the City's management system; identify creative, new programming that can be supported by grant funding; and coordinate and leverage a myriad of programs across City departments and agencies. Additionally, the OFO will work with the Mayor's Office and federal and state lobbyists to increase appropriations for the City of Detroit. The OFO will continue to work together with the Citywide Grants Committee, which consists of City departments seeking federal, state, and private funding, and the Finance Department's Grants Management Unit.

The second major function of the OFO is to work with City departments and agencies to reduce costs and inefficiencies. The OFO will use a number of methodologies including activity-based cost management, shared services modeling, performance-based budgeting, and "lean" accounting to facilitate the overall reduction in cost of City services. The OFO will also identify shared services opportunities in which several departments and agencies can capitalize on improved operations. Additionally, the OFO will identify governmental best practices across the country and work with departments to implement these cutting-edge practices.

#### GOALS:

- 1. Coordinate requests for grant funding with City departments and agencies
- 2. Identify creative and innovative program opportunities to improve City services
- 3. Leverage local dollars with additional grants from federal, state, foundations and private organizations.
- 4. Use activity-based cost management methods in facilitating departments achieving the desired cost savings.
- 5. Pursue shared services solutions to non-core activities with the purpose of reducing internal costs.
- 6. Develop performance-based budgets to facilitate long-term improvement initiatives within the City.
- Utilize analytical performance management criteria in identifying future initiatives that are congruent with the Mayor's strategic priorities.

#### MAJOR INITIATIVES FOR FY 2004-05 and FY 2005-06:

- Improve the coordination of grant seeking, management, and reporting activities on a citywide basis.
- Work with City agencies to design innovative and creative programs that improve the quality of life of Detroit residents while ensuring that the federal and state governments, corporate, higher education, and private foundation communities support and play active roles in the revitalization of the city.
- Work with the City agencies and, Finance Department Grants Management Unit to ensure effective utilization of all federal, state, foundation, and corporate grants awarded or allocated to the City of Detroit, the amount spent, the unexpended amount, and potential grant programs that need to be put on a "fast-track."
- Implement activity-based costing and performance based budgeting systems in key operating departments.
- Establish a centralized security unit that provides an improved level of services to City departments and agencies.

#### PLANNING FOR THE FUTURE FOR FY 2005-06, 2006-07 and BEYOND:

- Develop an annual grant planning process and a three-year strategic plan.
- Continue developing and monitoring executive-level grant revenues and expenditures reports to ensure all grant dollars awarded to the City are expended appropriately.
- Develop strategic alliances with nonprofit organizations, educational institutions, and the corporate community to identify additional grant dollars for the City of Detroit.
- Implement an annual business planning process for City departments that is congruent with the City's annual budget cycle.
- Determine the feasibility of a Citywide supply chained management logistics, warehousing, and distribution system.

#### OFFICE OF FISCAL OPERATIONS MEASURES AND TARGETS

Goals: Measures	2002-03 Actual	2003-04 Actual	2004-05 Projection	2005-06 Target
Outputs: Units of Activity directed toward Goals				
Number of front-line departments assisted in identifying				
inefficient activities	N/A	N/A	3	6
Number of departments assessed for shared services	N/A	N/A	6	6
Number of shared services business practices designed	N/A	N/A	2	4
Number of city program recipients	N/A	N/A	0	N.A
Use of performance management criteria on major City				
initiatives	N/A	N/A	0	3
Activity Costs	N/A	\$107,558	\$501,129	\$322,417

## **Non-Departmental**

Office of Fiscal Operations	_	2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Office of Fiscal Operations	FTE	<b>AMOUNT</b>	FTE	FTE AMOUNT		<b>AMOUNT</b>	
APPROPRIATION ORGANIZATION					-		
11176 - Office of Fiscal Operations							
351063 - Office of Fiscal Operations	4	\$501,129	4	\$586,075	3	\$322,417	
APPROPRIATION TOTAL	4	\$501,129	4	\$586,075	3	\$322,417	
ACTIVITY TOTAL	4	\$501,129	4	\$586,075	3	\$322,417	

	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	
AC0935 - Office of Fiscal Operations				
A35000 - Non-Departmental				
SALWAGESL - Salary & Wages	290,592	333,397	192,546	
EMPBENESL - Employee Benefi	188,237	233,378	115,371	
OPERSUPSL - Operating Supplie	4,500	1,500	1,500	
OPERSVCSL - Operating Service	11,800	15,800	11,000	
OTHEXPSSL - Other Expenses	6,000	2,000	2,000	
A35000 - Non-Departmental	501,129	586,075	322,417	
AC0935 - Office of Fiscal Operations	501,129	586,075	322,417	
Grand Total	501,129	586,075	322,417	

#### GREATER DETROIT RESOURCE RECOVERY AUTHORITY ACTIVITY INFORMATION

#### ACTIVITY DESCRIPTION: GREATER DETROIT RESOURCE RECOVERY AUTHORITY

The Greater Detroit Resource Recovery Authority provides efficient, environmentally responsible waste disposal service(s) to the residential, commercial and industrial sectors of Detroit. This includes the acquisition, construction, improvement, enlargement, extension and operation of solid waste disposal facilities. The Authority's activities encompass one or more parts of a total waste management system (post collection) including transportation, recoverable materials marketing (recycling), generation and sale of waste derived fuel energy products (steam and electricity), and disposal. The Authority is a component unit, and is legally separate from the City of Detroit.

#### **GOALS**:

- 1. Increase the quantity and quality of the Facility's waste supply through economies of scale operation.
- 2. Increase efficiencies in our energy production and financial processes through improved collections and new revenue sources.
- 3. Minimize environmental impacts of Authority's waste management activities through proactive environmental quality initiatives and maintaining emission standards from our current state-of-the-art air pollution control system.
- Maximize utilization of progressive management techniques and technology in performance of Authority business.
- 5. Improve efficiency and effectiveness in customer service delivery.

#### MAJOR INITIATIVES FOR FY 2004-05 and FY 2005-06:

Expand our ongoing Chene-Ferry Recycling Program through the inclusion of our Electronic Waste (E-Waste) program that meets the standards of the Department of Environmental Quality, through a collaborative effort with Goodwill Industries.

#### PLANNING FOR THE FUTURE FOR FY 2005-06, FY 2006-07 and BEYOND:

GDRRA will continue to develop ongoing strategies for alternative, efficient, and cost-effective waste management continuing through the expiration of the sale-lease back transaction agreement in the year 2009.

#### GREATER DETROIT RESOURCE RECOVERY AUTHORITY MEASURES ANDTARGETS

Type of Performance Measure:	2002-03	2003-04	2004-05	2005-06
List of Measures	Actual	Actual	Projection	Target
Inputs: Resources Allocated or Service Demands Made				
Percent of staff software proficient	100%	100%	100%	100%
Outputs: Units of Activity directed toward Goals				
Tonnage received/processed	774,423	788,975	800,000	800,000
Private hauler fees revenue	\$3,805,067	\$4,589,720	\$4,500,000	\$4,500,000
Outcomes: Results or Impacts of Program Activities				
Steam sold (Mlb)	2,117,567	2,802,565	2,247,159	2,000,000
Electricity sold (Mwh)	221,549	169,258	265,923	253,000
Efficiency: Program Costs related to Units of Activity				
Recovered material recycled (tons)	34,296	33,383	33,000	33,000
Activity Costs	\$876,060	\$896,211	\$1,024,258	\$819,804

## Non-Departmental

Grt Det Resource Recovery Authority		2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Greater Detroit Resource Recovery Autl	FTE	AMOUNT	FTE	<b>AMOUNT</b>	FTE	AMOUNT	
APPROPRIATION ORGANIZATION							
00276 - Greater Detroit Resource Recovery Autho 350300 - Grt Det Resource Recovery Authority	11	\$1,024,258	11	\$1,019,021	11	\$819,804	
APPROPRIATION TOTAL	11	\$1,024,258	11	\$1,019,021	11	\$819,804	
ACTIVITY TOTAL	11	\$1,024,258	11	\$1,019,021	11	\$819,804	

	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	
AC2035 - Greater Detroit Resource Recovery	1			
A35000 - Non-Departmental				
SALWAGESL - Salary & Wages	621,467	597,774	511,001	
EMPBENESL - Employee Benefi	402,791	421,247	308,803	
A35000 - Non-Departmental	1,024,258	1,019,021	819,804	
AC2035 - Greater Detroit Resource Recove	1,024,258	1,019,021	819,804	
Grand Total	1,024,258	1,019,021	819,804	

#### TARGETED BUSINESS ACTIVITY INFORMATION

#### ACTIVITY DESCRIPTION: TARGETED BUSINESS:

The Office of Targeted Business Development (OTBD) is an operating unit within the Strategic Management Center (SMC) that facilitates and encourages the startup and growth of Detroit-headquartered businesses; Detroit-based, women-owned businesses; Detroit-based, minority-owned businesses; and Detroit-based, small businesses. OTBD develops relationships between targeted businesses and other business-oriented organizations, providing innovative training and procurement opportunities that strengthen Detroit businesses and stimulate the local economy. In FY 2005-06, OTBD will also assume business certification responsibilities from the Human Rights Department.

Through its efforts to increase utilization of targeted businesses in City procurement, OTBD is a key driver of the Mayor's priority of accelerating economic and business development. The SMC supports OTBD at the executive level, ensuring increased utilization of Detroit targeted businesses citywide and implementation of the City's mission to *Grow Detroit*.

#### GOALS:

- 1. Foster and mentor Detroit-based businesses through increased opportunities in receiving City contracts.
- 2. Enhance the business certification process by improving efficiencies, in collaboration with the Office of Fiscal Operations.
- 3. Encourage other large private and public sector organizations to take full advantage of Detroit-based businesses' capabilities.

#### MAJOR INITIATIVES FOR FY 2004-05 and FY 2005-06:

- Develop a local economic model and executive level reports to measure the impact of increased utilization of targeted businesses. Integrate models and reports into executive dashboard and provide analysis to:
  - Mayor
  - o City Council
  - o Department Directors
- Streamline the City's business certification process and develop a user-friendly and more comprehensive Certified Business Register.
- Develop partnerships with businesses associations, financial institutions, and large corporations in an effort to establish OTBD as a premier resource center for targeted businesses.
- Expand OTBD's relationship with the Small Business Technology Development Center to include business start-up training.
- Convene meetings with the Purchasing Division of the Finance Department, Detroit Building Authority and other City Departments to identify initiatives to increase utilization of targeted businesses and attract businesses to in Detroit.

#### PLANNING FOR THE FUTURE FOR FY 2005-06, 2006-07 and BEYOND:

- Develop targets for the increased utilization of targeted businesses on City contracts.
- Facilitate the development of strategic alliances, partnerships and joint ventures of smaller targeted businesses to encourage them to pursue larger contracts with both the City and private industry.
- Determine local economic impact by developing a reporting system that integrates information from DRMS and the Contract Information Tracking System to provide prime contractor payout information.

#### TARGETED BUSINESS MEASURES AND TARGETS

Type of Performance Measure:	2002-03	2003-04	2004-05	2005-06
List of Measures	Actual	Actual	Projection	Target
Outputs: Units of Activity directed toward Goals				
Percent of City contracts utilizing Detroit-based				
businesses	N/A	N/A	N/A	15%
Average number of days to process business				
certification application	N/A	N/A	N/A	N/A
Number of joint/mentor ventures between smaller				
targeted businesses and large corporations	N/A	N/A	0	1
Number of prime contractors that mentor small to				
medium-size Detroit based businesses	N/A	N/A	1	1
Number of small to medium-size Detroit-based				
businesses being mentored	N/A	N/A	3	3
Activity Costs	N/A	\$383,601	\$393,601	\$310,490

## Non-Departmental

Office of Targeted Business Development		2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Office of Targeted Business Developme	FTE	FTE AMOUNT		<b>AMOUNT</b>	FTE	<b>AMOUNT</b>	
APPROPRIATION ORGANIZATION							
11541 - Office of Targeted Business Developmer							
351062 - Office of Targeted Business Develop	3	\$393,601	11	\$1,249,702	3	\$310,490	
APPROPRIATION TOTAL	3	\$393,601	11	\$1,249,702	3	\$310,490	
ACTIVITY TOTAL	3	\$393,601	11	\$1,249,702	3	\$310,490	

	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	
AC2135 - Office of Targeted Business Develop				
A35000 - Non-Departmental				
SALWAGESL - Salary & Wages	213,207	624,816	178,650	
EMPBENESL - Employee Benefi	138,094	437,386	107,040	
OPERSUPSL - Operating Supplic	18,400	34,700	9,000	
OPERSVCSL - Operating Service	21,400	152,300	15,300	
OTHEXPSSL - Other Expenses	2,500	500	500	
A35000 - Non-Departmental	393,601	1,249,702	310, <b>4</b> 90	
AC2135 - Office of Targeted Business Deve	393,601	1,249,702	310,490	
Grand Total	393,601	1,249,702	310,490	

#### PROGRAM MANAGEMENT OFFICE ACTIVITY INFORMATION

#### ACTIVITY DESCRIPTION: PROGRAM MANAGEMENT OFFICE

The Program Management Office (PMO) is a centralized organization within the City hierarchy that delivers consistent project oversight and management services to ensure fiscal accountability, quality deliverables, and timely project completion. The Office's primary focus is on projects that improve City services, maintain financial solvency and enhance technological systems within City government. The PMO can also be asked to triage troubled projects. It provides a single source for executive management to assess the status of all projects under its umbrella. Although the PMO has been in existence for a very short time, it has provided several benefits to the City. Among them are:

- Cost reduction by elimination of duplication of efforts and the need to hire outside consultants for all City projects
- Trained City staff to monitor project budget, scope and costs, thereby eliminating cost overruns
- Standardization of procedures using a documented project management methodology
- Troubleshooting
- Serves as an internal consulting group

The PMO is headed by a Director, who is appointed, and reports to the Chief Financial Officer. It will be staffed with one Portfolio Manager (General Manager level), three Project Managers and one administrative staff position.

#### GOALS:

- 1. Maintain a reporting mechanism for tracking external project costs and project plans. Communicate monthly status and exceptions
- 2. Track agency satisfaction level.
- 3. Implement projects from additional agencies.

#### MAJOR INITIATIVES FOR FY 2004-05 AND FY 2005-06:

- Finance Accounting Consolidation
- DPW Fleet re-engineering
- HR/Payroll implementation
- Various department re-engineering
- User Fee Implementation

#### PLANNING FOR THE FUTURE FOR FY 2005-06, FY 2006-07 and BEYOND:

- Explore cost savings opportunities
- Explore various energy savings alternatives throughout the City
- The Recommended Budget includes funding for a new HR/Payroll and front end time capture system. The current system is more than 30 years old and in dire need of replacement.

#### PROGRAM MANAGEMENT OFFICE MEASURES AND TARGETS

Type of Performance Measure:	2002-03	2003-04	2004-05	2005-06
List of Measures	Actual	Actual	Projection	Target
Outputs: Units of Activity directed towards Goals				
Number of monthly reports generated	N/A	N/A	12	12
Number of periodic reports generated	N/A	N/A	2	2
Track agency satisfaction level	N/A	N/A	100%	100%
Agency projects implemented	N/A	N/A	6	12
Activity Costs	N/A	N/A	\$446,342	\$26,430,285

## **Non-Departmental**

Program Management Office	_	2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Program Management Office	FTE	AMOUNT	FTE	FTE AMOUNT		<b>AMOUNT</b>	
APPROPRIATION ORGANIZATION							
11177 - Program Management Office							
351067 - Program Management Office	3	\$446,342	3	\$460,994	6	\$26,430,285	
APPROPRIATION TOTAL	3	\$446,342	3	\$460,994	6	\$26,430,285	
ACTIVITY TOTAL	3	\$446,342	3	\$460,994	6	\$26,430,285	

	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	
AC2235 - Program Management Office				
A35000 - Non-Departmental				
SALWAGESL - Salary & Wages	271,157	271,158	366,752	
EMPBENESL - Employee Benefi	175,185	189,836	194,075	
PROFSVCSL - Professional/Cont	0	0	25,358,248	
OPERSUPSL - Operating Supplie	0	0	15,000	
OPERSVCSL - Operating Service	0	0	496,210	
A35000 - Non-Departmental	446,342	460,994	26,430,285	
AC2235 - Program Management Office	446,342	460,994	26,430,285	
Grand Total	446,342	460,994	26,430,285	

#### STRATEGIC MANAGEMENT CENTER ACTIVITY INFORMATION

#### ACTIVITY DESCRIPTION: STRATEGIC MANAGEMENT CENTER:

**The Strategic Management Center** (SMC) is an executive-level organization responsible for driving Citywide implementation of the Mayor's strategic priorities and mission to *Grow Detroit*. The five strategic priorities are:

- Improve financial health
- Accelerate economic and business development
- Improve public safety
- Improve city services
- Improve key stakeholder relationships with citizens, City employees, City Council, and the business community

The SMC will direct development of a long-term strategic plan to ensure successful execution of the strategic priorities. Using the Balanced Scorecard, the SMC will promote Citywide alignment behind the strategic priorities by helping departments set and achieve measurable objectives, establishing an unprecedented level of accountability for all City employees. The SMC will also implement a "Fusion Center" to drive fact-based decision-making and ensure that a full range of benefits is realized for projects executed across the City.

In addition to strategic management and planning, the SMC will also focus on revenue enhancement and cost reduction initiatives through its operating units: the Office of Targeted Business Development (OTBD) and the Office of Fiscal Operations (OFO). These initiatives include implementation of shared services, performance-based budgeting, business process re-engineering, analytical and economic modeling, and Citywide application of best practices.

#### GOALS:

- 1. Develop strategic plans and annual business plans for the Mayor and the Cabinet.
- 2. Implement a citywide balanced scorecard, and assist departments in their balanced scorecard process.
- 3. Facilitate strategic alliances between all City departments and agencies.
- 4. Drive continuous strategic communications across key stakeholder groups regarding the execution of the City of Detroit's strategic priorities.
- 5. Drive a Citywide paradigm shift to ensure alignment and accountability at all levels of the administration: "One City, One Team."

#### MAJOR INITIATIVES FOR FY 2004-05 and FY 2005-06:

- Drive implementation of the Mayor's strategic priorities throughout all departments and agencies.
- Manage the balanced scorecard process for City departments and agencies.
- Using federal Homeland Security funding, design, develop and operate a state-of-the-art "Fusion Center" (command center) in collaboration with the Detroit Department of Homeland Security.
- Facilitate annual leadership strategic planning process.
- Improve delivery of City services to citizens through the implementation of the 311 Call Center.

#### PLANNING FOR THE FUTURE FOR FY 2005-06, 2006-07 and BEYOND:

- Implement a three-year strategic planning process at the departmental level that folds into a Citywide strategic plan.
- Establish an executive dashboard that provides real-time information to the Mayor and key stakeholders on the City's performance in providing services and promotes fact-based decision-making.
- Establish strategic alliances with educational institutions, nonprofit organizations, and the corporate community to research and implement "best governmental practices."
- Implement an annual business planning process for City departments that is congruent with the City's annual budget cycle.

#### STRATEGIC MANAGEMENT CENTER MEASURES AND TARGETS

Type of Performance Measure:	2002-03	2003-04	2004-05	2005-06
List of Measures	Actual	Actual	Projection	Target
Outputs: Units of Activity directed towards Goals:				
Number of departments with performance management and				
balanced scorecard	N/A	N/A	20	30
Number of joint/mentor ventures between smaller targeted				
businesses and large corporation	N/A	N/A	0	1
Number of core departments assessed for shared services	N/A	N/A	6	6
Number of shared services business practices designed	N/A	N/A	2	4
Number of strategic alliances with universities/colleges	N/A	N/A	1	2
Number of strategic alliances with "think tank" organizations	N/A	N/A	0	0
Number of strategic alliances with public sector management				
consulting organizations	N/A	N/A	0	0
Activity Costs	N/A	N/A	\$621,277	\$900,214

## **Non-Departmental**

Strategic Management Center	_	2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Strategic Management Center	FTE	<b>AMOUNT</b>	FTE	<b>AMOUNT</b>	FTE	AMOUNT	
APPROPRIATION ORGANIZATION							
11471 - Strategic Management Center							
351064 - Strategic Management Center	4	\$621,277	4	\$1,027,576	4	\$900,214	
APPROPRIATION TOTAL	4	\$621,277	4	\$1,027,576	4	\$900,214	
ACTIVITY TOTAL	4	\$621,277	4	\$1,027,576	4	\$900,214	

	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	
AC2335 - Strategic Management Center				
A35000 - Non-Departmental				
SALWAGESL - Salary & Wages	351,871	316,026	275,581	
EMPBENESL - Employee Benefi	227,906	221,452	150,035	
PROFSVCSL - Professional/Cont	0	430,000	430,000	
OPERSUPSL - Operating Supplie	8,200	5,200	5,200	
OPERSVCSL - Operating Service	15,300	39,898	38,398	
CAPEQUPSL - Capital Equipmen	10,000	10,000	0	
OTHEXPSSL - Other Expenses	8,000	5,000	1,000	
A35000 - Non-Departmental	621,277	1,027,576	900,214	
AC2335 - Strategic Management Center	621,277	1,027,576	900,214	
Grand Total	621,277	1,027,576	900,214	

#### CONTRIBUTIONS, SUBSIDIES AND ADVANCES ACTIVITY INFORMATION

#### ACTIVITY DESCRIPTION: CONTRIBUTIONS, SUBSIDIES AND ADVANCES

This activity provides for assorted transfers to operating agencies. These include reimbursement to the Municipal Reference Library; contributions to the Detroit Port Authority, Museum of African American History, and the Risk Management Claims Fund; and advances to the Municipal Parking system.

Subsidy to the Detroit Department of Transportation is also in this activity.

## Non-Departmental

Municipal Reference Library		2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
Library Support	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	
APPROPRIATION ORGANIZATION							
00209 - Library Support							
350040 - Municipal Reference Library	0	\$108,366	0	\$189,267	0	\$75,671	
APPROPRIATION TOTAL	0	\$108,366	0	\$189,267	0	\$75,671	
00335 - Parking Programs							
350050 - Neighborhood Parking Lots	0	\$40,000	0	\$40,000	0	\$50,000	
350060 - Special Parking Programs	0	\$150,000	0	\$150,000	0	\$150,000	
350070 - Eastern Market Garage	0	\$65,000	0	\$65,000	0	\$65,000	
APPROPRIATION TOTAL	0	\$255,000	0	\$255,000	0	\$265,000	
00341 - Tax Support - DOT							
350080 - DOT Operations	0	\$79,351,120	0	\$79,400,000	0	\$62,682,580	
APPROPRIATION TOTAL	0	\$79,351,120	0	\$79,400,000	0	\$62,682,580	
00347 - Airport Support							
350090 - Contribution To Airport	0	\$2,568,402	0	\$2,054,722	0	\$0	
APPROPRIATION TOTAL	0	\$2,568,402	0	\$2,054,722	0	\$0	
00396 - World Trade Program							
350140 - Detroit Port Authority	0	\$250,000	0	\$250,000	0	\$250,000	
APPROPRIATION TOTAL	0	\$250,000	0	\$250,000	0	\$250,000	
00578 - Parking Systems Operating Advance							
350170 - Parking Sys. Operating Adv.	0	\$12,199,957	0	\$12,199,957	0	\$11,318,367	
APPROPRIATION TOTAL	0	\$12,199,957	0	\$12,199,957	0	\$11,318,367	
00939 - Supplemental Fees (G D R R A)							
350250 - Supplemental Fees (GDRRA)	0	\$41,926,218	0	\$33,088,996	0	\$33,088,996	
APPROPRIATION TOTAL	0	\$41,926,218	0	\$33,088,996	0	\$33,088,996	
04443 - Adjustments and Undistributed Costs							
351032 - Undistributed Pension	0	\$2,505,461	0	\$0	0	\$0	
APPROPRIATION TOTAL	0	\$2,505,461	0	\$0	0	\$0	
05414 - African American History Museum - Opera 350290 - Museum Of African Amer. HistOper	0	\$1,290,000	0	\$1,805,000	0	\$1,805,000	

#### **CITY OF DETROIT**

### Non-Departmental

### Financial Detail by Appropriation and Organization

Museum Of African Amer. HistOper	2004-05 Redbook		2005-06 Dept Final Request		2005-06 Mayor's Budget Rec	
African American History Museum - Ope	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
APPROPRIATION ORGANIZATION						
05414 - African American History Museum - Opeาล						
350290 - Museum Of African Amer. HistOper	0	\$1,290,000	0	\$1,805,000	0	\$1,805,000
APPROPRIATION TOTAL	0	\$1,290,000	0	\$1,805,000	0	\$1,805,000
10387 - Housing Support - Security						
350295 - Housing Support - Security	0	\$1,257,000	0	\$0	0	\$0
APPROPRIATION TOTAL	0	\$1,257,000	0	\$0	0	\$0
10724 - Museum of African American History						
350745 - Museum of African American History	0	\$1,500,000	0	\$700,000	0	\$200,000
APPROPRIATION TOTAL	0	\$1,500,000	0	\$700,000	0	\$200,000
11519 - Fiscal Stabilization Bond Expense						
351031 - Fiscal Stabilization Expense	0	\$12,119,032	0	\$7,749,100	0	\$7,749,100
APPROPRIATION TOTAL	0	\$12,119,032	0	\$7,749,100	0	\$7,749,100
ACTIVITY TOTAL	0	\$155,330,556		<b>\$137,692,042</b>		\$117,434,714

	2004-05 Redbook	2005-06 Dept Final	2005-06 Mayor's	
		Request	Budget Rec	
AC2535 - Contributions, Subsidies and Adva	anı			
A35000 - Non-Departmental				
EMPBENESL - Employee Benefi	2,505,461	0	0	
PROFSVCSL - Professional/Cont	250,000	250,000	250,000	
OPERSVCSL - Operating Service	42,184,584	33,428,263	33,314,667	
CAPEQUPSL - Capital Equipmen	1,500,000	700,000	0	
OTHEXPSSL - Other Expenses	96,771,479	95,564,679	76,120,947	
FIXEDCHGSL - Fixed Charges	12,119,032	7,749,100	7,749,100	
A35000 - Non-Departmental	155,330,556	137,692,042	117,434,714	
AC2535 - Contributions, Subsidies and Ad	155,330,556	137,692,042	117,434,714	
Grand Total	155,330,556	137,692,042	117,434,714	

	2003-04 Actuals		Dept Final		Variance
A35000 - Non-Departmental					
00278 - Building Authority Lease Pmts					
402100 - Prior Years Real Proper	7,132	6,000	6,000	3,000	(3,000)
402200 - Prior Years Pers Proper	88	0	0	0	0
00278 - Building Authority Lease Pmts	7,220	6,000	6,000	3,000	(3,000)
00780 - Downtown Development Auth SB	BT - Inver				
422142 - State Sales Tax - SRS	60,726	60,323	60,323	59,778	(545)
00780 - Downtown Development Auth S	60,726	60,323	60,323	59,778	(545)
00835 - Chrysler Bond Reauthorization					
	13,557,840	13,555,390	13,558,390	13,558,390	3,000
	13,557,840	13,555,390	13,558,390	13,558,390	3,000
00852 - Claims Fund(Insurance Premium	1)				
461100 - Earnings On Investment	0	387,000	250,000	250,000	(137,000)
472230 - Recoveries	277,000	0	0	0	0
	12,216,424	13,100,000	12,200,000	12,800,000	(300,000)
522100 - Sale Of Bonds	60,200,000	61,100,000	0	0	(61,100,000)
00852 - Claims Fund(Insurance Premiι	72,693,424	74,587,000	12,450,000	13,050,000	(61,537,000)
00936 - Federal Section 108 Loan Payme	ent				
•	11,103,342	12,900,000	11,300,000	11,250,000	(1,650,000)
00936 - Federal Section 108 Loan Payı	11,103,342	12,900,000	11,300,000	11,250,000	(1,650,000)
00993 - Downtown Development Authority	y Bonds				
472230 - Recoveries	1,416,582	1,414,200	1,414,868	1,414,868	668
00993 - Downtown Development Autho	1,416,582	1,414,200	1,414,868	1,414,868	668
00995 - DRMS					
447605 - Other Reimbursements-	1,143,369	0	0	0	0
00995 - DRMS	1,143,369	0	0	0	0
04739 - General Revenue - Non-Departm	ental				
401100 - Current Year Property T. 1		160 750 806	175 000 000	185 866 564	25,115,758
•	12,887,227	44,401,130	12,900,000	2,000,000	(42,401,130)
402200 - Prior Years Pers Proper	53,157	6,948,211	53,000	200,000	(6,748,211)
402210 - Prior Years Pers Tax (G	0	3,590,801	0	100,000	(3,490,801)
· ·	18,510,678	311,008,000	258,000,000	272,594,486	(38,413,514)
404105 - Prior Years Municipal In	178,017	8,000,000	6,000,000	2,500,000	(5,500,000)
404110 - Municipal Income Tax R (	(28,073,859)	0	0	0	0
405200 - Wagering Excise Tax - (1	16,145,598	117,600,000	140,000,000	153,000,000	35,400,000
407130 - Current Special Asmts-(	9,087	0	9,100	9,100	9,100
407170 - Sidewalk Construction	8,971	0	0	0	0
407175 - Delinq Special Asmts-O	302,939	100,000	303,000	303,000	203,000

	2003-04 Actuals		Dept Final	2005-06 Mayor's Budget Rec	Variance
35000 - Non-Departmental					
04739 - General Revenue - Non-Departn	nental				
407180 - Payment In Lieu Of Taxe	2,179,193	2,100,000	2,100,000	2,100,000	0
407185 - Payment In Lieu Taxes-	1,019,252	1,000,000	1,000,000	1,000,000	0
407195 - Industrial Facilities Tax	8,420,214	7,987,129	8,420,000	7,038,597	(948,532)
407210 - Neigh Enterprise Zone T	0	307,026	0	376,027	69,001
407300 - Prepared Foods	0	0	0	12,300,000	12,300,000
407305 - Transfer Tax	0	0	0	2,475,000	2,475,000
408100 - Interest-Property Tax	0	5,000,000	5,250,000	5,250,000	250,000
408110 - Int-Current Real Prop Ta	2,043,404	0	0	0	0
408120 - Int-Current Personal Pro	420,281	0	0	0	0
408130 - Int-Prior Years Real Prop	2,777,611	0	0	0	0
408140 - Int-Prior Years Pers Pro	(43,895)	0	0	0	0
408150 - Interest-Special Assess	30	0	0	0	0
408160 - Int-Deling Special Asset	51,234	0	0	0	0
408180 - Property Tax Penalty	8,720,468	4,800,000	8,720,500	6,000,000	1,200,000
412160 - Ford Tunnel Permits	0	20,000	20,000	20,000	0
421100 - Liquor & Beer Licenses	528,354	545,000	545,000	545,000	0
422141 - State Sales Tax - SRS	62,239,193	63,193,933	63,200,000	66,896,342	3,702,409
422142 - State Sales Tax - SRS - 2	223,420,886	222,849,267	223,000,000	216,562,735	(6,286,532
446100 - Administration Fee	3,452,265	6,705,000	5,850,000	7,450,000	745,000
448115 - Other Fees	12,600	25,000	25,000	25,000	0
449125 - Personal Services	25,680,398	25,632,138	35,330,177	27,596,969	1,964,831
461100 - Earnings On Investment	784,979	2,650,000	1,000,000	1,000,000	(1,650,000
462100 - Rental-Public Bldgs & S	25,000	0	0	0	0
462240 - Other Real Estate Renta	14,450	0	0	0	0
462245 - Rental Detroit-Windsor 7	682,788	710,000	710,000	710,000	0
462250 - Rental-Personal Commu	113,252	365,000	365,000	113,000	(252,000
472155 - Other Misc - Direct Dep	530,180	0	0	0	0
472230 - Recoveries	399,720	400,000	400,000	400,000	0
474100 - Miscellaneous Receipts	1,771,222	100,000	100,000	100,000	0
510100 - Street Funds Reimburse			4,960,000	4,960,000	0
510325 - Transfers From Other Fu	8,468,052	0	0	0	0
522100 - Sale Of Bonds	61,070,000	0	0	0	0
04739 - General Revenue - Non-Depart,		,001,748,441	953,260,777	979,491,820	(22,256,621
05080 - Cable Franchise Fee					
447555 - Other Reimbursements	4,523,052	4,600,000	4,145,835	0	(4,600,000
474100 - Miscellaneous Receipts	182	2,500	5,000	0	(2,500)
05080 - Cable Franchise Fee	4,523,234	4,602,500	4,150,835	0	(4,602,500)

	2003-04 Actuals	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	
A35000 - Non-Departmental					
00650 - General Bond Fund Investment	Earning				
461100 - Earnings On Investment	3,014	862,000	0	1,190,000	328,000
00650 - General Bond Fund Investmen	3,014	862,000	0	1,190,000	328,000
00992 - Capital Improvement Bonds - D	IA				
461100 - Earnings On Investment	0	125,400	100,294	100,000	(25,400)
510325 - Transfers From Other Fu	1,899,560	0	0	0	0
522100 - Sale Of Bonds	5,150,000	5,000,000	5,000,000	4,700,000	(300,000)
00992 - Capital Improvement Bonds - L	7,049,560	5,125,400	5,100,294	4,800,000	(325,400)
06925 - Temp Casino Site Sup & Infra I	'mp				
448185 - Municipal Services Fee-		14,316,000	14,500,000	15,300,000	984,000
06925 - Temp Casino Site Sup & Infra	13,931,623	14,316,000	14,500,000	15,300,000	984,000
10181 - Casino Land Aquisition					
461100 - Earnings On Investment	51,832	0	0	0	0
522110 - Project Borrowings	1,399,484	0	0	0	0
10181 - Casino Land Aquisition	1,451,316	0	0	0	0
10633 - Internal Service Fund - Vehicles	:				
461100 - Earnings On Investment	(10,874)	0	0	0	0
522100 - Sale Of Bonds	33,017,445	28,461,431	0	0	(28,461,431)
540105 - General Fund Contribution	2,248,225	20,326,463	20,299,500	20,299,500	(26,963)
10633 - Internal Service Fund - Vehicle	35,254,796	48,787,894	20,299,500	20,299,500	(28,488,394)
10845 - Casino Enhancement					
521170 - Miscellaneous Contribut	38,250,000	0	0	0	0
10845 - Casino Enhancement	38,250,000	0	0	0	0
11452 - Cobo Acquisition Fund 2003					
461100 - Earnings On Investment	231,471	0	0	0	0
522100 - Sale Of Bonds	36,938,174	0	0	0	0
11452 - Cobo Acquisition Fund 2003	37,169,645	0	0	0	0
00972 - Cable Communications Commi	ssion				
447555 - Other Reimbursements	0	0	0	0	0
448115 - Other Fees	0	0	0	0	0
474100 - Miscellaneous Receipts	0	0	0	0	0
00972 - Cable Communications Comm	0	0	0	0	0
00277 - Detroit Building Authority					
447555 - Other Reimbursements	0	50,000	50,000	50,000	0
449125 - Personal Services	748,127	0	0	0	0
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	2003-04 Actuals	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	Variance
A35000 - Non-Departmental					
00277 - Detroit Building Authority					
449150 - Personal Services-Oth-G	0	992,957	1,024,508	779,404	(213,553)
00277 - Detroit Building Authority	748,127	1,042,957	1,074,508	829,404	(213,553)
00276 - Greater Detroit Resource Recov	ery Authc				
449125 - Personal Services	1,116,224	0	0	0	0
449150 - Personal Services-Oth-G	(75,564)	1,024,258	1,019,021	819,804	(204,454)
00276 - Greater Detroit Resource Reco	1,040,660	1,024,258	1,019,021	819,804	(204,454)
11177 - Program Management Office					
522110 - Project Borrowings	0	0	0	25,000,000	25,000,000
11177 - Program Management Office	0	0	0	25,000,000	25,000,000
00578 - Parking Systems Operating Adv	vance				
510325 - Transfers From Other Fu	10,558,148	12,199,957	12,199,957	11,318,367	(881,590)
00578 - Parking Systems Operating Ac	10,558,148	12,199,957	12,199,957	11,318,367	(881,590)
00939 - Supplemental Fees (G D R R A	)				
510325 - Transfers From Other Fu	33,461,283	41,926,218	33,088,996	33,088,996	(8,837,222)
00939 - Supplemental Fees (G D R R )	33,461,283	41,926,218	33,088,996	33,088,996	(8,837,222)
04443 - Adjustments and Undistributed	Costs				
461100 - Earnings On Investment	179,627	0	0	0	0
04443 - Adjustments and Undistributed	179,627	0	0	0	0
10724 - Museum of African American H	istory				
461100 - Earnings On Investment	0	0	0	200,000	200,000
522100 - Sale Of Bonds	4,045,000	1,500,000	700,000	0	(1,500,000)
10724 - Museum of African American F	4,045,000	1,500,000	700,000	200,000	(1,300,000)
11518 - Pension Obligation Bond					
522100 - Sale Of Bonds	0	80,115,334	0	0	(80,115,334)
11518 - Pension Obligation Bond	0	80,115,334	0	0	(80,115,334)
00456 - Budget Stabilization					
510325 - Transfers From Other Fu	64,042,423	0	0	0	0
00456 - Budget Stabilization	64,042,423	0	0	0	0
00579 - Cobo Hall Expansion Project					
461100 - Earnings On Investment	2,841	0	0	0	0
00579 - Cobo Hall Expansion Project	2,841	0	0	0	0
00686 - G O Bonds Series 1988A Inves	tment Ear				
461100 - Earnings On Investment	1,692	0	0	0	0
00686 - G O Bonds Series 1988A Inve	1,692	0	0	0	0

	2003-04 Actuals	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	Variance
35000 - Non-Departmental					
00747 - G O Bonds Series 1989A Inves	tment Ear				
461100 - Earnings On Investment	349	0	0	0	0
00747 - G O Bonds Series 1989A Inve	349	0	0	0	0
00767 - G O Bonds Series 1990A Inves	tment Ear				
461100 - Earnings On Investment	268	0	0	0	0
00767 - G O Bonds Series 1990A Inve	268	0	0	0	0
00816 - GO Bonds Series 1991 Investm	nent Earniı				
461100 - Earnings On Investment	36,310	0	0	0	0
00816 - GO Bonds Series 1991 Investr	36,310	0	0	0	C
00839 - G O Bonds Series 1993 Investr	nent Earnı				
461100 - Earnings On Investment	1,251,814	0	1,090,000	0	0
00839 - G O Bonds Series 1993 Invest	1,251,814	0	1,090,000	0	C
00904 - African American Museum Con	struction -				
522100 - Sale Of Bonds	282,568	0	0	0	0
00904 - African American Museum Coi	282,568	0	0	0	C
00980 - Madison Center Improvements					
461100 - Earnings On Investment	2,419	0	0	0	0
00980 - Madison Center Improvements	2,419	0	0	0	0
00989 - Employee Death Benefit Plan					
461100 - Earnings On Investment	2,573,134	0	0	0	0
530130 - Library-Act Contrib As-R	8,286	0	0	0	0
530150 - Contrib - Retired Employ	16,493	0	0	0	0
530160 - Contrib - Active Employe	193,332	0	0	0	0
540105 - General Fund Contribution	79,246	0	0	0	0
540120 - Housing Fund Contributi	2,386	0	0	0	0
540140 - Water Fund Contribution	33,440	0	0	0	0
540180 - Airport Fund Contribution	164	0	0	0	0
00989 - Employee Death Benefit Plan	2,906,481	0	0	0	C
04312 - Income Protection Plan					
540105 - General Fund Contribution	501,474	0	0	0	0
540140 - Water Fund Contribution	148,540	0	0	0	0
540160 - Transportation Fund Cor	1,201,145	0	0	0	0
04312 - Income Protection Plan	1,851,159	0	0	0	0
04313 - Police and Fire - Payrolls - Refu				_	
	10,323,681	0	0	0	0
530195 - Pol&Fire-Military Srv Cre	4,326	0	0	0	0
530205 - P&F Repayment-Annuity	4,466	0	0	0	0

2003-04 Actuals	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	Variance
A35000 - Non-Departmental				
04313 - Police and Fire - Payrolls - Refunds and (				
550100 - Pol&Fire Pension Contri 72,396,192	0	0	0	0
04313 - Police and Fire - Payrolls - Ret 82,728,665	0	0	0	0
04314 - General Retiree - Payroll - Refunds and C				
530105 - Gen City-Act Contrib As 13,496,321	0	0	0	0
530110 - Transport-Act Contrib A: 4,368,837	0	0	0	0
530115 - Water-Act Contrib As-R 3,517,037	0	0	0	0
530120 - Sewerage-Act Contrib A 2,862,438	0	0	0	0
530125 - Housing-Act Contrib As- 497,117	0	0	0	0
530130 - Library-Act Contrib As-R 513,961	0	0	0	0
530165 - Gen City-Military Srv Cr 18,771	0	0	0	0
530170 - Transpor-Military Srv Crı 12,207	0	0	0	0
530175 - Water-Military Serv Crec 16,693	0	0	0	0
530180 - Sewerage-Military Srv C 2,776	0	0	0	0
530200 - Gen City-Employee Per 18,870	0	0	0	0
530215 - Other Employee Contrib 153,766	0	0	0	0
540110 - General City Pension Cc 53,600,000	0	0	0	0
540125 - Housing Pension Contril 1,261,780	0	0	0	0
540135 - Sewerage Pension Cont 2,449,879	0	0	0	0
540145 - Water Pension Contribu 16,381,607	0	0	0	0
540150 - Library Fund Contributio 2,145,929	0	0	0	0
540165 - Transportation Pension 15,045,654	0	0	0	0
540175 - Parking Pension Contrik 407,431	0	0	0	0
540185 - Airport Pension Contribu 182,993	0	0	0	0
04314 - General Retiree - Payroll - Reft 116,954,067	0	0	0	0
04315 - Employees Benefit Plan				
461100 - Earnings On Investment 88,925	0	0	0	0
472150 - Other Miscellaneous 0	0	0	0	0
472230 - Recoveries 166,756	0	0	0	0
530120 - Sewerage-Act Contrib A 195	0	0	0	0
530150 - Contrib - Retired Employ 14,300,558	0	0	0	0
530160 - Contrib - Active Employe 8,573,517	0	0	0	0
530210 - Contribution - Cobra 628,356	0	0	0	0
540105 - General Fund Contributi 192,435,823	0	0	0	0
540120 - Housing Fund Contributi 3,070,742	0	0	0	0
540130 - Sewage Disposal Fund 13,659,710	0	0	0	0
540140 - Water Fund Contributior 20,879,777	0	0	0	0
540150 - Library Fund Contributio 6,360,677	0	0	0	0
540160 - Transportation Fund Cor 11,103,489	0	0	0	0

	2003-04 Actuals	2004-05 Redbook	2005-06 Dept Final Request	2005-06 Mayor's Budget Rec	Variance
A35000 - Non-Departmental					
04315 - Employees Benefit Plan					
540170 - A.P.S. Fund Contributio	874,510	0	0	0	0
540180 - Airport Fund Contribution	280,943	0	0	0	0
561100 - Contrib - Group Insurance	791,534	0	0	0	0
561110 - Contrib-Group Ins-Deper	156,915	0	0	0	0
04315 - Employees Benefit Plan	273,372,427	0	0	0	0
05182 - Expenses Funded By Earnings					
461100 - Earnings On Investment	62,277,006	0	0	0	0
05182 - Expenses Funded By Earnings	62,277,006	0	0	0	0
05183 - Expenses Funded By Earnings					
461100 - Earnings On Investment	37,189,303	0	0	0	0
461105 - Earnings-Dividends Rece		0	0	0	0
461125 - Interest On Mortgages	348	0	0	0	0
472150 - Other Miscellaneous	70,535	0	0	0	0
474100 - Miscellaneous Receipts	435	0	0	0	0
530215 - Other Employee Contrib	220	0	0	0	0
05183 - Expenses Funded By Earnings	37,346,761	0	0	0	0
05185 - Risk Management Fund					
447175 - Damage & Loss-Dept P	500	0	0	0	0
447535 - Miscellaneous Forestry	17,792	0	0	0	0
447580 - Other Reimbursements-	225	0	0	0	0
447585 - Other Reimbursements-	244,751	0	0	0	0
447620 - Other Reimb - A/P Dupl	118	0	0	0	0
461100 - Earnings On Investment		0	0	0	0
540105 - General Fund Contribution	46,300,000	0	0	0	0
540160 - Transportation Fund Cor	13,900,000	0	0	0	0
05185 - Risk Management Fund	60,896,567	0	0	0	0
06408 - Trusts					
461100 - Earnings On Investment	357	0	0	0	0
06408 - Trusts	357	0	0	0	0

A35000 - Non-Departmental (,003,487,892 ,315,773,872 ,085,273,469 ,131,673,927 (184,099,945)

Grand Total 4,003,487,892 ,315,773,872 ,085,273,469 ,131,673,927 (184,099,945)

Appropriation Organization Classification	REDBOOK FY 2004 2005 FTE	DEPT REQUEST FY 2005 2006 FTE	MAYORS FY 2005 2006 FTE
00276 - Greater Detroit Resource Recovery Au			
350300 - Grt Det Resource Recovery Authorit			
Director - GDRRA	1	1	1
Admin Asst GD III - GDRRA	1	1	1
Head Acct & Office Mgr - GDRRA	1	1	1
Admin Asst GD II - GDRRA	2	2	2
Admin Asst GD I - GDRRA	2	2	2
Sr Gov Analyst - GDRRA	1	1	1
Secretary III - GDRRA	1	1	1
Staff Secretary - GDRRA	2	2	2
Total Grt Det Resource Recovery Authority	11	11	11
Total Greater Detroit Resource Recovery Auth	11	11	11
00277 - Detroit Building Authority			
350310 - Detroit Building Authority			
Director - DBA	1	1	1
Supt Capital Projects - DBA	1	1	1
Spec Area Maint Proj Supt-DBA	2	2	2
Head Accountant - DBA	1	1	1
Manager II -Project Management	1	0	1
Senior Accountant - DBA	1	1	1
Secretary III - DBA	1	1	1
Senior Stenographer - DBA	1	1	1
Principal Gov Analyst - DBA	0	1	0
Total Detroit Building Authority	9	9	9
Total Detroit Building Authority	9	9	9
00972 - Cable Communications Commission			
350330 - Cable Commission			
Director - Cable Commission	1	1	0
Deputy Dir - Cable Commission	1	1	0
Contract Compliance Mgr	1	1	0
Comm Spec III - Detroit CCC	4	4	0
Secretary - DCCC	1	1	0

Appropriation	REDBOOK FY 2004	DEPT REQUEST	MAYORS FY 2005
Organization	2005 FTE	FY 2005 2006 FTE	2006 FTE
Classification			
00972 - Cable Communications Commission			
350330 - Cable Commission			
Senior Stenographer - DCCC	1	1	0
Communications Spec I - Cable	0	1	0
Total Cable Commission	9	10	0
<b>Total Cable Communications Commission</b>	9	10	0
00973 - Government Access			
350340 - Government Access			
Chief Engineer - DCCC	1	0	0
Chief Engineer - DCCC	0	1	0
Communications Spec I - Cable	0	1	0
Total Government Access	1	2	0
Total Government Access	1	2	0
00995 - DRMS			
351070 - DRMS Operations			
Executive Budget Manager	1	1	0
Asst Director - Finance	1	1	0
Admin Asst GD II	1	1	0
Administrative Specialist I	1	1	0
Head Clerk	1	1	0
Executive Secretary III	1	1	0
Total DRMS Operations	6	6	0
Total DRMS	6	6	0
10397 - Board of Ethics			
350165 - Board of Ethics			
Exec Director -Board of Ethics	1	1	1
Board of Ethics-Admin Secretar	1	1	1
Total Board of Ethics	2	2	2
Total Board of Ethics	2	2	2

Appropriation Organization Classification	REDBOOK FY 2004 2005 FTE	DEPT REQUEST FY 2005 2006 FTE	MAYORS FY 2005 2006 FTE
11176 - Office of Fiscal Operations			
351063 - Office of Fiscal Operations			
Director - Grants Acquisition	1	1	1
Business Analyst	3	3	2
Total Office of Fiscal Operations	4	4	3
Total Office of Fiscal Operations	4	4	3
11177 - Program Management Office			-
351067 - Program Management Office			
Director - Project Management	1	1	1
Gen Mgr - Project Management	0	1	1
Manager II - Project Management	2	1	0
Business Analyst	0	0	1
Administrative Specialist I	0	0	1
Sr Governmental Analyst	0	0	2
Total Program Management Office	3	3	6
Total Program Management Office	3	3	6
11471 - Strategic Management Center			
351064 - Strategic Management Center			
Dir of Strategic Mgt Center	1	1	1
Gen Mgr - Project Management	1	0	1
Mgr I - Strategic Mgt Center	1	1	1
Executive Secretary III	1	1	1
Admin Asst GD II	0	1	0
Total Strategic Management Center	4	4	4
Total Strategic Management Center	4	4	4
11541 - Office of Targeted Business Developn			
351062 - Office of Targeted Business Develo			
Director of Targeted Business	1	1	1
Manager I - Targeted Business	1	1	1
Business Analyst	1	1	1

Appropriation Organization Classification	REDBOOK FY 2004 2005 FTE	DEPT REQUEST FY 2005 2006 FTE	MAYORS FY 2005 2006 FTE				
				11541 - Office of Targeted Business Developn			
				351062 - Office of Targeted Business Develo			
Office Assistant I	0	1	0				
Principal Clerk	0	1	0				
Manager I - Human Rights	0	1	0				
Principal Governmental Analyst	0	1	0				
Sr Governmental Analyst	0	3	0				
Inter Governmental Analyst	0	1	0				
Total Office of Targeted Business Developme	3	11	3				
Total Office of Targeted Business Developme	3	11	3				
Agency Total	52	62	38				